



MHYC

Sailing Incident Management Plan

Updated by: David Staley

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REVISIONS & ADDENDUMS

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20.	Minor Amendments 2023	David Staley	6/8/2023
21.	Minor Amendments 2024	David Staley	5/9/2024

READ BY

Name	Date	Signature
Commodore – Rob Aldis		
Special Events Chairman – Ian Box		
Vice-Commodore Racing – Mitch White		
Vice-Commodore Youth – Sebastian Hultin		
CEO – Andrew Forbes		
Sailing Manager - David Staley		
Sailing Administrator – Catherine Rofe		
Sailing Administrator – Kathy Johnston		

1 INTRODUCTION

1.1 MHYC'S INCIDENT MANAGEMENT OBJECTIVE

Middle Harbour Yacht Club (MHYC) is committed to conducting its sailing activities in a safe manner. Sailing and racing in particular however, does involve risk. MHYC's objective is to ensure that all its sailing activities are conducted in a manner where risk is minimised.

MHYC has developed a number of risk mitigation strategies, which will assist in ensuring sailing activities are conducted in a manner that is safe as reasonably possible. These strategies include:

- Ensuring the Sailing & Cruising Instructions are in strict compliance with relevant Special Regulations (safety related);
- Enforcement of Australian Sailing Special Regulations categorisation and local Maritime Requirements for all racing and organised cruising events;
- Providing MHYC's Operations Plan to assist Club Volunteers and Staff managing races and incidents relating to boating safety and emergencies;
- Making current weather, wave and shipping forecasts available to all participants at the commencement of the event;
- Conducting relevant safety awareness / training;
- Ensuring that adequate procedures are applied in the case of an incident during the race.

The key objective of the Incident Management Plan (IMP) is to ensure that if an incident eventuates that involves risk to life, injury or property damage that there is a systematic approach to dealing with the incident to minimise adverse impact on the participants and MHYC.

1.2 APPLICATION

This Plan documents the procedures to be followed by those involved in conducting the MHYC sailing activities in the case of an incident.

The Plan covers events organised by the MHYC within waters within 60 nautical miles seaward of the NSW coastline. Special provisions will be required for events outside NSW waters. Incident response for such events will be treated by way of a supplement to this Plan, which deals with the particular requirements of the event.

In the case of multi club events the MHYC IMP shall be applied unless the lead organising Club has an acceptable IMP. For another Club's IMP to be acceptable it must have been reviewed by the OWRMC prior to the event.

1.3 DEFINITIONS

AusSAR – Australian Search & Rescue (Canberra), a division of AMSA.

Charleville Radio – Primary point of call on HF radio in NSW in the event of an emergency.

Incident - An event or situation that may adversely impact on the participants, their boats, organising personnel or their boats.

Major Incident - Any event or situation that has the potential to cause loss of life, serious injury or major property damage and requires external intervention (refer **Appendix 1** for further guidance).

Marine Rescue NSW – Primary point of call on VHF radio in Sydney Harbour in the event of an emergency.

Moderate Incident - Any event or situation that has the potential to result in serious injury and which is likely to require external intervention or moderate property damage, requires external (refer **Appendix 1** for further guidance).

Minor Incident - Any event or situation that has the potential to cause risk to participants or boats, however can be managed without external intervention (refer **Appendix 1** for further guidance).

Multi Club Events - An event which MHYC is participating which involves more than one YA affiliated club.

NSW Water Police - Primary Response Agency for search and rescue in NSW waters.

OWRMC - On Water Risk Management Committee (MHYC's Committee responsible for the development of this IMP and responsible for recommending policy in relation to safety and risk management for the Club's on water activities). Includes Commodore, Vice Commodore Racing, Vice Commodore Youth, Vice Commodore Cruising & Sailing Manager.

Incident Officer - MHYC officer (Officer of the Day, Principal Race Officer, Race Officer or Cruise Co-ordinator) responsible for overseeing conduct of an event who will take responsibility for fulfilling the IMP responsibilities detailed in Section 2.1.3.

Incident Manager - MHYC officer (MHYC'S Sailing Manager or other authorised person) responsible for managing the conduct of an event who will take responsibility for fulfilling the IMP responsibilities detailed in Section 2.1.2.

Incident Director – MHYC Director or Flag Officer who is responsible to the MHYC Board for the management of the Incident and who will in particular manage the external impacts of an incident and, otherwise as detailed in Section 2.1.1.

MHYC Sailing Manager - The officer with responsibility for managing the conduct of all the MHYC yachting races/events.

MHYC Duty Vessels - the vessels providing event support to the organisation of an event. In the case of a race this will normally be **Hugh George** or **Jack Stening**. In the case of Centreboard events this is also likely to include MHYC'S Tenders and RHIBs.

PRO – Principal Race Officer

Race/Event Officials - The MHYC officials (staff or volunteers) with responsibilities for the conduct of a race/event.

Significant Long Offshore Event - An event organised by the MHYC, which has its destination or furthest mark more than **120** nautical miles from Hornby Light in Sydney Harbour (refer to Section 3.2).

Pan Pan - An urgency message that indicates a vessel is in trouble but not in immediate danger. Used when a distress signal is not fully justified - vessel or person requires assistance but is not in grave and imminent danger or if urgent message concerning safety of vessel or person.

MayDay - Only used if a vessel or person is in grave and imminent danger and requires immediate assistance.

2 INCIDENT MANAGEMENT ORGANISATION

2.1 ROLES & RESPONSIBILITIES

The table in **Appendix 1** describes the Incident Priorities and outlines the general responsibilities of the key personnel involved in the management of an incident. It may be necessary to change personnel for a number of reasons. These changes will be undertaken at the absolute discretion of the Incident Director or Incident Manager to suit the availability of individuals or the particular requirements of the incident.

The key roles within the IMP are:

2.1.1 Incident Director (Generally the Commodore)

The Incident Director (generally the commodore of the club or an appointed person for a special event) is responsible to the MHYC Board for the overall management of the incident and in particular managing the external communications in relation to incident, including relatives of event participants, media, sponsors and any other external stakeholder.

The Incident Director will provide strategic support to the Incident Manager and ensure the Incident Management team has adequate access to resources to be able to appropriately deal with an incident.

An Incident Director will be on call for the duration of all MHYC events covered by the IMP and will establish incident headquarters at the MHYC if a Major Incident eventuates.

The Incident Director will be selected from the list of authorised Incident MHYC Directors contained in **Appendix 4**. In the case of significant MHYC events (e.g. Long Ocean race), a duty Incident Director will be nominated on roster basis to be on twenty four-hour call for the duration of the event. The event's Incident Manager shall be responsible to ensure the person is aware of the identity of the duty Incident Director for the event.

The Incident Director shall be the only person authorised to act as media spokesman for the Club for the duration of an incident.

2.1.2 Incident Manager (CEO)

The Incident Manager is responsible to the Incident Director for the operational involvement in the incident and will be the MHYC's main point of contact with the NSW Water Police and other Response Agencies and other Response stakeholders.

The Incident Manager will preferably establish their Incident Management Team (IMT) at the MHYC. If a Major Incident eventuates however on long offshore events this may, at the Incident Manager's discretion be transferred to the event destination.

The Incident Manager is responsible for notifying the Incident Director in the case of a Moderate Incident. The Incident Manager is responsible for informing the Incident Director if a Major Incident develops and then subsequently to keep the Incident Director briefed on key developments throughout the Incident.

The Incident Manager will be selected from the list of authorised Incident Managers contained in **Appendix 4**.

The Incident Manager shall be responsible to ensure an appropriate Incident Officer is appointed for each and every event.

Communications within the IMT should be directed to the Incident Manager and not to the individuals who may fill that role from time to time.

The Incident Manager will be responsible for all communications with the media in the case of a Minor or Moderate Incident. The Incident Director in the case of a Major Incident will handle this role.

2.1.3 Incident Officer (Sailing Manager)

The Incident Officer (generally the Sailing Manager) is responsible to the Incident Manager for the operation management of minor incidents and for operational management of moderate and major incidents until the incident manager has taken control. Thereafter the Incident Officer will provide on the water support as required by the Incident Manager.

The Incident Officer may well be the first person to notify the Response agency of an incident and will be the main point of contact with the Response Agencies and other Response stakeholders until the Incident Manager has taken control.

The event's Incident Officer shall be responsible to ensure he is aware of the duty Incident Manager for the event.

2.1.4 Media Liaison Manager

[To be called to become involved in an incident at the discretion of the Incident Director]

The Media Liaison Manager is responsible to the Incident Director to and may be called at the discretion of the Incident Director to:

- Prepare media strategy;
- Provide media coaching for Incident Director;
- Prepare press statements;
- Manage media interviews;
- Coordinate any input that may be required from the Publicity Officer in the case of special events.

2.1.5 Duty Vessels (Race Officers)

Where involved in an event, the Duty Vessels will provide requested information of the Incident, forward communications and provide assistance as required.

2.2 RESPONSE AGENCIES AND OTHER RESPONSE ORGANISATIONS

The NSW Water Police are the primary point of contact with all Response Agencies and shall be the first point of contact when external emergency assistance is required. The NSW Water Police will coordinate the involvement all other agencies, particularly AusSAR if the incident occurs offshore.

The NSW Water Police shall be alerted immediately when the Incident Officer/Manager considers external assistance is required.

When the NSW Water Police become involved in an Incident, they will take control of the operational management of the Incident and the Incident Officer/Manager will take directions from the Water Police as to what further operational input from the MHYC is required.

All communications with any Response Agency shall be recorded in the **Incident Log (Appendix 5)** recording the following information as a minimum:

- Date & time of communication;
- Name & Position of Response Agency officer;
- Message communicated;
- Agreed action and follow-up.

The Incident Manager shall immediately contact the NSW Water Police when a Moderate or Major incident is recognised irrespective of prior contact by the Incident Officer to advise that the Incident Manager has taken over control of the MHYC's involvement in the incident.

The contact numbers for NSW Water Police and AusSAR are contained in **Appendix 4**.

Sydney Water Police will coordinate all activities for all incidents on the water. However, it may be appropriate to make first contact with other Water Police Operations (eg a long Ocean Race) depending on location of the Incident Manager or Race Management.

If an Emergency Distress Call is made at sea or an EPIRB activated, AusSAR are likely to respond to the incident. They will coordinate with NSW Water Police if appropriate. In this situation, the notification of the Incident is likely to be by AusSAR or the NSW Water Police to MHYC.

2.3 COMMUNICATIONS

Communications in an incident are critical to an effective incident response.

2.3.1 TELEPHONES

To ensure telephone communications are effective, the Incident Manager will have two dedicated mobile telephones, one of which will be only used for critical communication with Response Agencies and the Incident Director.

The Incident Director and Incident Officer shall either use their personal phones or a MHYC phone made available for their use whilst on call.

The conventional phones will be used for all other communications.

It is recognised that mobile phones have limitation when used at sea and in other areas of poor reception. They should therefore be only used as supplementary means of communications in such areas with HF or VHF radio used as the primary method of communication at sea.

2.3.2 VHF AND HF DISTRESS CALLS

Procedures for use of Radio Frequencies, as set out in the **Sailing Instructions** and the **Marine Radio Operators Handbook** (published by Australian Communications and Media Authority - ACMA) must be followed.

The NSW Water Police are the primary point of contact for all rescue co-ordinations. However, it should be noted that whilst the NSW Water Police have full radio frequency capability, they do not provide a monitoring service. Any call to NSW Water Police via **VHF** should be made via **Marine Rescue**. NSW Water Police may also be contacted by telephone (see **Appendix 4**).

VHF distress and emergency channel 16 is monitored 24 hrs by Marine Rescue NSW.

For **HF radio**, NSW Maritime contracts Kordia (**Charleville Radio**) to operate the NSW Coastal HF part of the National Coast Radio Network. A twenty-four hours listening is provided on HF Distress Frequencies (**4125, 6215 &, 8291 KHz**) by Charleville Radio. **Marine Rescue** also monitors **HF 2182** as a courtesy service.

Distress & Urgency Calls should **not** be made on Race Frequencies.

Any Distress or Urgency call received must be passed onto the NSW Water Police or AusSAR.

Any radio communication should be logged in the MHYC Radio Log Book (**Appendix 6**).

3 INCIDENT MANAGEMENT PROCEDURES

The general procedure to be followed when the Race/Event Officials identify an incident or receive notice of an incident is contained in **Appendix 2**. This procedure sets out the general process for management of an incident and in particular describes the relationships between the various parties who responsibilities for incident management.

3.1 EVENT CHECKLISTS

A management checklist is provided in **Appendix 3** for the assistance of MHYC officials who have some role in the management of incidents.

MHYC's Operational Manual also contains a Guide to Skippers, which provides general advice regarding notification of incidents.

3.2 NOTIFICATION OF AUSSAR AND NSW WATER POLICE OF SIGNIFICANT LONG OFFSHORE EVENTS

For the purposes of this clause a "Significant Long Offshore Event" is an event organised by the MHYC, which has its destination or furthest mark more than 120 nautical miles from Hornby Light, Sydney Harbour.

Prior to the commencement of any significant long offshore event the Incident Manager shall notify AusSAR and NSW Water Police Sydney of the nature of the event, number of yachts participating and the point of contact at MHYC in the case of receipt by the agency of a distress or urgency call by a participating vessel or yacht. The Incident Manager shall have a full listing of the details of all yachts and crew that have entered the event for the use by the Response Agency in the case of a Major Incident.

For events conducted by MHYC's Cruising Division, where such events require compliance with Yachting Australia Category 3 or above, the Incident Manager shall be required to have the same information listed above, however shall not be required to notify AusSAR or the NSW Water Police unless the event is a "Significant Long Offshore Event"

4 MEDIA LIAISON

Management of media relations during an incident is an important aspect of the Incident Management procedure.

All enquiries from the media will be directed to the Media Liaison officer and discussed with the Incident Director.

The primary responsibility for the media liaison rests with the Incident Director. The Incident Director shall call upon the Media Liaison Manager to assist when he considers appropriate.

The only MHYC representative authorised to speak to the media or release press statements during an incident is the Incident Director, except in the case of a Minor or Moderate incident and then only by the Incident Manager.

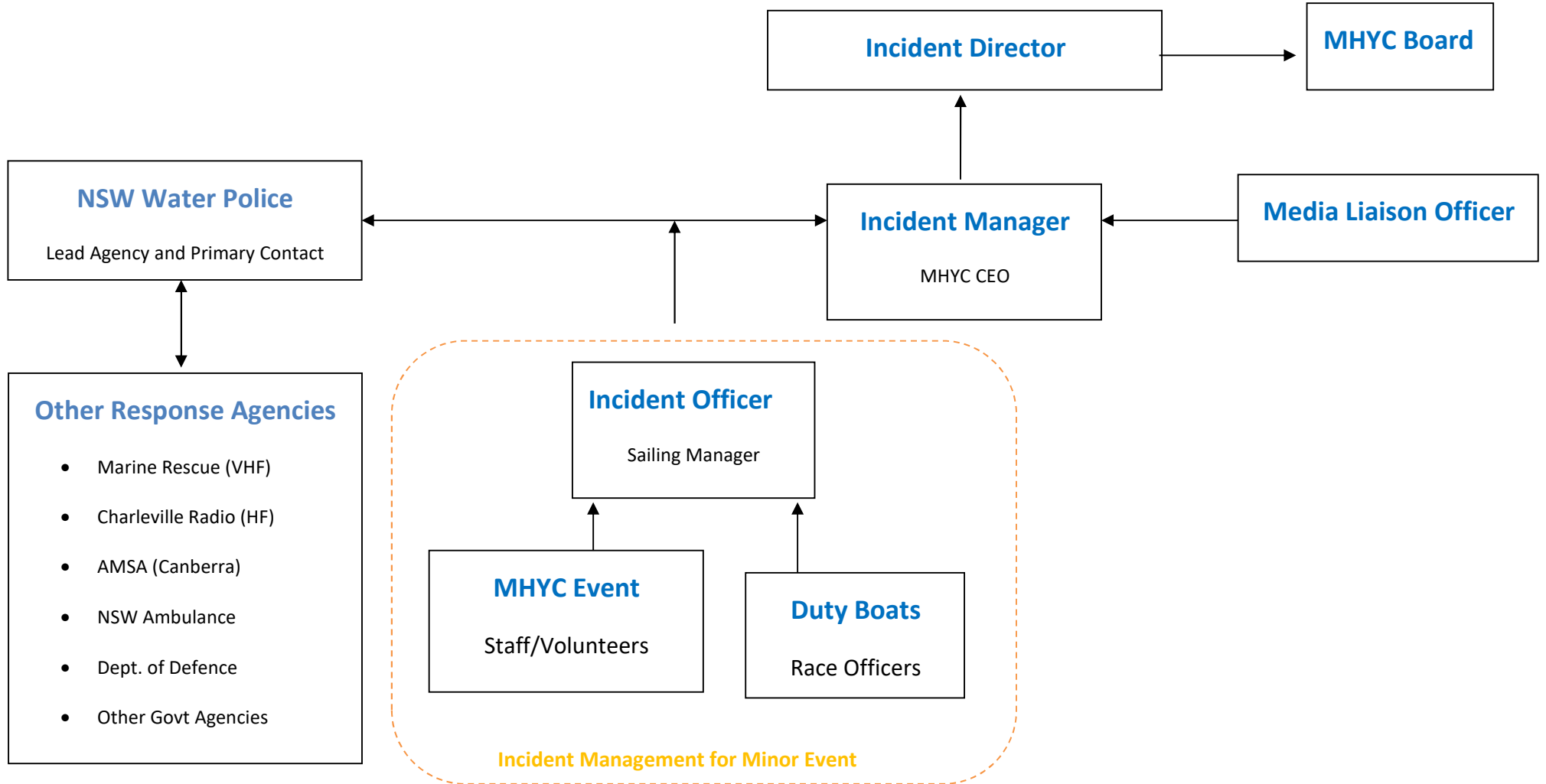
In the event of the Incident Director or the Incident Manager not being immediately available, then the Media Liaison Office will authorize communication with the media.

APPENDIX 1: INCIDENT PRIORITIES & ROLES AND RESPONSIBILITIES

Type	Personal Injuries	Environmental	Incident Officer	Incident Manager	Incident Director
Minor	<ul style="list-style-type: none"> Minor personal injuries unlikely to require external medical intervention (eg. cuts, bruises & abrasions etc) Slips & Falls on land Capsize or damage to boat requiring prolonged assistance Potential threat of storm 	<ul style="list-style-type: none"> Moderate damage to vessel(s) Minor injury requiring off vessel advice or assistance 	<ul style="list-style-type: none"> Incident controlled by Incident Officer / Team Combat Agency notified if appropriate Management of incident assisted by Check List Incident Manager alerted in case of escalation Outcome reported 	<ul style="list-style-type: none"> Incident Manager on Standby in case of escalation Incident Report investigated by Incident Manager 	<ul style="list-style-type: none"> Nil
Moderate	<ul style="list-style-type: none"> Personal injuries requiring external intervention or advice (eg. fractures, minor head injuries - non life threatening) Multiple capsize requiring assistance or with prolonged immersion Sudden storm/gale with threat to sailors / boats Multiple concurrent minor incidents needing additional assistance 	<ul style="list-style-type: none"> Major damage to yacht(s) requiring immediate assistance Severe injury requiring external Intervention Pan Pan / Medical call Potential extreme weather conditions MOB (within sight and likely to be recovered in < 10 min) Yacht sinking with no immediate threat to crew Yacht disabled requiring assistance 	<ul style="list-style-type: none"> Notify Incident Manager Notify Combat Agency if appropriate Control of Incident until incident Manager/Combat Agency takes control Assist Incident Management Team as required by Incident Manager 	<ul style="list-style-type: none"> Incident Manager takes control of MHYC involvement in incident Coordination with Combat Agencies when Combat Agency takes control Incident Team assembled Incident Director alerted in case of escalation Incident Report for investigation by Incident Director 	<ul style="list-style-type: none"> Incident Director on Standby in case of escalation Review of Incident Report
Major	<ul style="list-style-type: none"> Potential life threatening incident or injuries (requiring urgent external intervention eg. spinal injury, major head injuries, cardiac arrest etc.) Fatality Missing Person 	<ul style="list-style-type: none"> Potential life threatening incident or injury Fatality Extreme weather Yacht sinking MOB for 10min+ or person not In sight Mayday EPIRB activation 	<ul style="list-style-type: none"> Notify Incident Manager Notify Combat Agency if appropriate Control of incident until Incident Manager/Combat Agency takes charge Assist Incident Management Team as required by Incident Manager 	<ul style="list-style-type: none"> Incident Manager takes control of MHYC involvement In incident Coordination with Combat Agencies when Combat Agency takes control Incident Team assembled Incident Director notified Assist in the preparation of Incident Report 	<ul style="list-style-type: none"> Incident Director assembles his team to assist Manages external impacts including media May use Media Liaison Prepare Incident Report for review by Board

APPENDIX 2:

MHYC INCIDENT MANAGEMENT TEAM



APPENDIX 3: INCIDENT MANAGEMENT CHECKLIST

This MHYC Incident Management checklist provides a “What to Do” guide for those involved in the organisation and conduct of the MHYC Yacht Racing Events.

A 3.1 PRE-REGATTA/EVENT

Item	Who	Activity	Complete
1	Incident Management Team	Incident Management plan has been established and all Incident Team advised, including the Duty Boats.	
2	Team	Incident Management Team to sign off that they have read document.	
3	Incident Director	Provide adequate access to resources to be able to appropriately deal with any incident.	
4	Incident Officer	First Aid kit on all Duty Vessels is up to date and has been replenished.	
5	PRO & Race Officers	All safety equipment is on Duty Boat and up-to-date.	
6	Race Officers	Confirm which Incident Manager and Incident Director are rostered for duty.	
7	Incident Officer	Publish Weather Bulletin prior to the Event.	

A 3.2 PROCEDURE TO BE FOLLOWED BY ALL EVENT OFFICIALS WHEN NOTIFYING INCIDENTS

If there is any doubt about Incident priority, - ESCALATE the Priority

Item	Who	Action	Complete
1	All	Immediately notify Incident Officer of nature and location of incident.	
2	Incident Officer	Assess nature of incident and decide on Incident Priority.	
3		If yacht require external emergency assistance call NSW Water Police direct. (NSW Water Police will coordinate activities of all other Emergency Response Agencies). Note: Water Police do not monitor VHF. If using VHF, Call Marine Rescue NSW (Sydney).	
4		Instruct Committee Vessel (CV) to standby and assist as required and coordinate additional resources if appropriate.	
5	Committee Vessel/ Race Officer	Committee Vessel to provide feedback to Incident Officer if further assistance is required. Committee Vessels provide assistance until Incident Officer directed otherwise by Incident Manager.	
6	Incident Officer	Advise Incident Manager of nature and location of Incident.	
7	Incident Officer/ Incident Manager	Reassess Incident Priority based on feedback and escalate Priority if required.	
8	Incident Manager	Threat of Extreme Weather – consider postponement, change to course selection or abandon event – advise Fleet by radio VHF Ch 16/72.	
9		Coordinate MHYC involvement as directed by NSW Water Police.	
10		Maintain a log of all calls and events relating to incident – Appendix 5 & 6.	
11		If injury, complete the “ Registry of Injury and First Aid ” booklet located in Main Office.	

A 3.3: NOTIFICATION OR OBSERVATION OF MINOR INCIDENT

Item	Who	Action	Completed
12	Incident Officer	Incident Manager alerted in case of escalation.	
13		Outcome reported.	
14	Incident Manager	Incident Manager on Standby in case of escalation.	
15		Incident Report investigated by Incident Manager.	

A 3.4: NOTIFICATION OR OBSERVATION OF A MODERATE INCIDENT

Item	Who	Action	Completed
12	Incident Officer	Notify Incident Manager.	
13		Control of incident until Incident Manager/Combat Agency takes control.	
14		Assist Incident Management Team as required by Incident Manager.	
15	Incident Manager	Incident Manager takes control of MHYC involvement in incident.	
16		Coordination with Combat Agencies when Combat Agency takes control.	
17		Incident Team assembled. Incident Director alerted in case of escalation. Advise Incident Director of nature and potential outcome of incident.	
18		Incident Report for investigation by Incident Director.	
19	Incident Director	Incident Director on Standby in case of escalation	
20	Director	Review of Incident Report.	

A 3.5: NOTIFICATION OR OBSERVATION OF A MAJOR INCIDENT

Item	Who	Action	Completed
12	Incident Officer	Notify Incident Manager	
13		Control of incident until Incident Manager/Combat Agency takes control	
14		Assist Incident Management Team as required by Incident Manager	
15	Incident Manager	Incident Manager takes control of MHYC involvement in incident	
16		Coordination with Combat Agencies when Combat Agency takes control.	
17		Incident Team assembled. Incident Director notified. Advise Incident Director of nature and potential outcome of incident.	
18		Assist in the preparation of Incident Report	
19	Incident Director	Incident Director assembles his team to assist	
20		Manages external impacts including media	
21		May use Media Liaison	
22		Prepare Incident Report for review by Board	

APPENDIX 4: COMMUNICATION CONTACTS

Organisation	Position	Name	Telephone	Email	Radio
MHYC	Office		Office 02 9969 1244	info@mhyc.com.au	"Middle Harbour Base" Channel 73
	Incident Director (Chairman of Special Events and / or Commodore)	Ian Box Rob Aldis	Mobile 0419 225 950 Mobile 0419 258 838	ian.box@nci.com.au robaldis@icloud.com	
	Incident Manager (CEO)	Andrew Forbes	Office 02 8969 3105 Mobile 0450 990 009	ceo@mhyc.com.au	
	Incident Officer (Sailing Manager)	David Staley	Office 02 8969 3102 Mobile 0428 514 058	sailing.manager@mhyc.com.au	"Middle Harbour Base" Channel 73
	Incident Officer Alternative (Sailing Administrator)	Catherine Rofe	Office 02 8969 3103 Mobile 0409 600 791	sailing@mhyc.com.au	"Middle Harbour Base" Channel 73
	Incident Officer Alternative (Sailing Administrator)	Kathy Johnston	Office 02 8969 3103 Mobile 0419 015 491	sailing@mhyc.com.au	"Middle Harbour Base" Channel 73
	Media Liaison Manager	Andrew Forbes	Mobile 0450 990 009	ceo@mhyc.com.au	
Water Police	Sydney (they recommended using the 1800 number)	Police	Phone 1800 658 784 or 000		VHF Ch 16 HF freq. 2182, 4125, 6215
Marine Rescue	Terry Hills (operates 24/7)	General Office	Phone 02 9450 2468		VHF Ch 16 Or HF 2182 (courtesy service only)
AusSAR (AMSA)	Rescue Coordination Centre (RCC)	General Office	Phone 1800 641 792 or +61 2 6230 6811		

Key Contacts

Location/Course Area	Role	Name	Phone	Number	Radio
	Race Officer (RO)	Steve Tucker	mobile	0419 264473	Channel 72
	Race Officer (RO)	Toby Gursanscky	mobile	0411 822112	Channel 72
	Race Officer (RO)	David Staley	mobile	0428 514 058	Channel 72
	Leah Tash Driver	Greg Young	mobile	0409 999 775	Channel 72
Sailing Office	MHYC Sailing Manager	David Staley	Mobile Landline	0428 514 058 02 8969 3102	Channel 73
Sailing Office	MHYC Sailing Administrator	Catherine Rofe	Mobile Landline	0409 600 791 02 8969 3103	Channel 73
Sailing Office	MHYC Sailing Administrator	Kathy Johnston	Mobile Landline	0419 015 491 02 8969 3103	Channel 73
MHYC Office	General Contact		Landline	02 9969 1244	

APPENDIX 5: MHYC'S INCIDENT LOG

Date of Incident	
Time of Incident	

Reporting Officer Name	
Reporting Officer Position	

Name of Boat in Incident		Boat Owner's Name	
		Boat Owner's Address	
		Telephone Number	

Response Agency Contacted		Name of Response Agency Officer	
		Position of Response Agency Officer	

Message Communicated

Agreed Action and Follow-up

APPENDIX 7: SYDNEY HARBOUR EVACUATION POINTS

EMERGENCY GUIDE – PORT JACKSON

AMBULANCE | POLICE | FIRE: 000 OR 122

<p>NSW Police Marine Area Command: 1800 658 784 NSW RMS (Maritime) 13 12 36 Middle Harbour Yacht Club: 9969 1244</p>	<p>NSW Marine Recue Port Jackson 9337 5033 NSW Marine Rescue Middle Harbour 9969 3270 NSW Marine Rescue Terry Hills Radio 9450 2468</p>
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EMERGENCY VHF RADIO CH 16

AMBULANCE PICK UP POINTS

<p>A – Manly Wharf, Manly B – Middle Harbour Yacht Club Marina, Mosman C – Taronga Zoo Wharf, Mosman D – Cremorne Point Wharf, Cremorne</p>	<p>E – Royal Sydney Yacht Squadron, Kirribilli F – Man ‘O’ War Steps, Opera House G – Cruising Yacht Club of Australia H – Rose Bay Public Wharf, Rose Bay</p>
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